

Action strategy			Priority	Timing	Measures of success	Responsibility	Key partners/ stakeholders	Cost category	Resources	Precedents
Number	Title	Detail							bold: committed	
1. Reinforce downtown as the hub for arts, culture, sports and education										
1a.	Support and strengthen formal associations (Commerce Street Arts District, Museums on the River etc.)	<ul style="list-style-type: none">• Continue current support/coordination role of WDDC• Level of organization of associations can vary per area as appropriate• Strengthen collective voice of downtown areas, among downtown areas, and of downtown as a whole	3	Ongoing	Existing associations and organizations continue to grow stronger, individually and collectively. Within 5 to 10 years, all downtown neighborhoods/ districts have their own representative group. Regular communications occur among groups, WDDC, and other downtown stakeholders as appropriate.	WDDC	<ul style="list-style-type: none">• Current and emerging neighborhood and district associations• Arts & Cultural Serv.	within existing resources	existing	<ul style="list-style-type: none">• Old Town Association• Commerce St. Arts Association• Museums on the River• Delano Neighborhood Association
1b.	Seek expanded funding for operations and facilities	<p><i>Operations support:</i></p> <ul style="list-style-type: none">• Prioritize reinforcing long-term operations funding before undertaking major facilities investments• Reduce competition among local organizations for grant and foundation funding <p><i>Facilities support:</i></p> <ul style="list-style-type: none">• City proceed with ongoing upgrades to Century II to improve functions as performing arts venue• Examine feasibility and desirability of creating new performing arts facilities (ie. First Street performing arts district) separate from Century II, from capital and operations standpoints. Address ways to capitalize on feasibility of touring musicals (<i>Wicked</i> etc.). Coordinate with comprehensive planning for Century II and convention center (coordinate with Strategy 7g)	2	<p><i>Initiate:</i> Ongoing</p> <p><i>Complete:</i> Add new funding sources within 3 years. Confirm new performing arts center feasibility within 5 years</p>	Current level of operations is maintained or expanded at all downtown arts/culture/sports/ education organizations. Funding sources are more diversified and overall funding amounts are greater. Within 5 years, potential for new performing arts facilities is understood, and the long-term role of Century II as a performing arts venue is confirmed.	Arts & Cultural Serv.	<ul style="list-style-type: none">• Arts Council• Go Wichita• Arts organizations• WDDC	<i>Cost of seeking funding:</i> \$10,000-\$100,000	<p><i>Upgrading Century II: dedicated City CIP resources.</i></p> <p><i>Feasibility studies:</i> City funds, foundation grants</p>	<ul style="list-style-type: none">• Asheville performance center advocacy <p>http://www.theperformancecenter.org/</p>

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1c.	Expand joint marketing , ticket packages, operations etc. among Museums on the River, Delano Business Assn, Commerce St Arts Assn, WaterWalk and/or other downtown destinations to increase impact and achieve efficiencies	<ul style="list-style-type: none">• Continue/expand shared human resources management among arts/culture organizations and City• Issue passes offering access to multiple destinations• Hold joint events• Market destinations collectively• Target youth and other critical demographic groups	2	<i>Initiate:</i> Ongoing <i>Complete:</i> Expand joint marketing, ticketing and/or programming within 3 years.	Attendance at Museums on the River increases annually -- both overall and among youth and other target demographic groups. Net revenue from admissions and concession sales increases annually.	Go Wichita	<ul style="list-style-type: none">• Arena management• ROK-ICT• Chamber Young Professionals group• Museums on the River etc.• City/Arts and Culture Division• WDDC	Existing resources to extent possible; aim for increased patron revenue to more than cover any added costs	Go Wichita	<ul style="list-style-type: none">• Boise Museum Pass http://www.boisemuseums.org/pass.asp
1d.	Create a Downtown Visitors Amenity Plan coordinating implementation of pedestrian-oriented wayfinding, maps, transit services, marketing, etc.	<ul style="list-style-type: none">• Add/improve pedestrian wayfinding signage, information on transit and parking• Address perspective of different visitors: Arena audiences, hotel/convention guests, local dining, young professionals etc.• Coordinate with 1d, 2a, 2b, 6a	1	<i>Initiate:</i> apply for grant funding within 1 year <i>Complete:</i> Within 3 years after securing funding	Plan funding is secured and work on the Plan initiated within 2 years. The Plan is complete and under implementation within 3 years of securing funding. Significant improvements in visitor experience of downtown are measured upon implementation.	WDDC/Planning (Advanced)	<ul style="list-style-type: none">• Arts Council• Wichita Transit• DPW• Go Wichita• Arts & Cultural Serv.,• Park & Recreation,• Project Management,• Public Works, Transit	<i>Creating the Plan:</i> \$200,000 <i>Plan implementation:</i> covered under referenced strategies for infrastructure etc.	FTA, State Capital Outlay, City CIP, Community Challenge Planning Grant, Past city investments in vehicular wayfinding	<ul style="list-style-type: none">• Philadelphia• Charlotte• San Antonio• Baton Rouge (http://www.downtownbatonrouge.org/02-053_DowntownVisitor'sAmenityPlan_lowres.pdf)
1e.	Create a handbook for holding downtown events	<ul style="list-style-type: none">• Standardize, document and circulate information currently being provided by the WDDC on a per-project basis• Identify key contacts - for sanitation, street closures, use of parks, safety etc.	2	<i>Initiate and complete:</i> Within 1 year	Event sponsors can more easily organize events with less WDDC support within 1 year. An increased number of downtown events with greater public participation are occurring within 3 years.	WDDC/Arts & Cultural Serv.	<ul style="list-style-type: none">• Typical event sponsors• Park & Recreation,• Police, Public Works,• Urban Development• Go Wichita• Wichita Festivals Inc	within existing resources	existing resources	<ul style="list-style-type: none">• Fort Myers, FL: (http://www.cityftmyers.com/recreation/AboutUs/Services/SpecialEvents/tabid/1183/Default.aspx)• Louisville• Baton Rouge

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1f.	Attract educational institutions	<ul style="list-style-type: none">• Reach out to WSU, Friends, Newman, KU, and any other educational institutions for downtown presence opportunities• Special opportunities include shared use of arts and recreation facilities; evening and weekend activity; storefront space occupancy in key locations; student life activities; student housing• Coordinate with strategy 3c	3	Ongoing	More educational institutions have a presence downtown, whether in their own facilities or through joint operations (i.e. with YMCA, downtown museum or business partners etc.) within 5 years. More college/ university students are living and spending leisure time downtown annually.	WDDC	<ul style="list-style-type: none">• Visioneering• City• Planning (Advanced),• Arts & Cultural Serv.	within existing resources	existing resources	<ul style="list-style-type: none">• Tidewater Community College, Norfolk• LSU Performing Arts facility, Baton Rouge• South Campus Gateway Center, Columbus• San Francisco State Univ. Union Square campus, http://www.sfsu.edu/~downtown• Massachusetts College of Liberal Arts Gallery 51 http://www.mcla.edu/ About_MCLA/Community/bcrc/mclagallery51/about/

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2. Make downtown's public streets and parks places for everyone to enjoy										
2a.	Create “ complete streets ” with convenient transportation choices, dignified addresses, greenery, beauty and stormwater management	<ul style="list-style-type: none">• Plant/enhance street trees where they are missing (especially portions of St Francis, Emporia, Market, First, English, William)• Integrate improvements into ongoing street work• Target improvements to walkable development focus areas and active development projects• Lewis is a good candidate for pilot stormwater project• Coordinate transportation improvements with strategies 5 and 6• Coordinate water quality improvements with strategy 2f	1	<i>Initiate:</i> through ongoing work <i>Complete:</i> Pilot stormwater quality project within 3 years. Add distinctive plantings to all Green Streets (see parks plan diagram) within 5 years.	Property values are increasing along existing streets. New housing, businesses and institutions are attracted to enhanced address opportunities in walkable development focus areas (and beyond) every year. Downtown stormwater runoff quality is improving. The number of people walking, biking and using transit consistently increases.	Public Works	<ul style="list-style-type: none">• Arts & Cultural Serv.,• Park & Recreation,• Planning (Advanced),• Transit• WDDC	\$13 to \$15.5 million identified for thorough reconstruction of major portions of downtown streets including Commerce, English, First, Lewis, Market, McLean, Second, St. Francis, Sycamore. Related improvements covered under strategies 2e, 6a, 6b, 6c, 6d.	<ul style="list-style-type: none">• Committed and future City CIP• Federal, state and regional stormwater management funding including WRAPS• Private developer investment in streetscape associated with projects• Private foundations promoting walkability• Transportation Investment Generating Economic Recovery (TIGER II)• Tax Increment Financing (TIF)	<ul style="list-style-type: none">• Wichita Downtown Streetscape Design Guidelines (May 2010)• Stormwater quality rain garden precedents (in street sections and at river’s edge) such as Jackson Street in Topeka, and Portland OR
2b.	Make Douglas a continuous promenade with interpretive signage/displays on Wichita	<ul style="list-style-type: none">• Create a distinctive destination walking corridor through downtown's core with consistent signage, images, displays etc.• Potential themes could include Chisholm Trail, other history, aviation, notable people etc.; explore with partner stakeholders• Coordinate with Strategy 1d and 6a	1	<i>Initiate:</i> apply for grant funding within 1 year <i>Complete:</i> Within 5 years after receiving funding	The numbers of people walking along Douglas and adjacent streets increases annually. New cultural/ historical content has been intriduced through public art and/or interpretive signage	WDDC/Planning (Advanced)	<ul style="list-style-type: none">• Council• Artists• Historical organizations, museums etc. to help create themes and content• Arts & Cultural Serv.,• Park & Recreation,• Project Management,• Public Works• Go Wichita	\$25,000 to \$500,000 depending on level of detail	<ul style="list-style-type: none">• Grant sources targeting arts and culture• Community Challenge Planning Grant	<ul style="list-style-type: none">• Wichita Arts Council’s Sculpture Walkabout program – goal of placing total of 30 temporary sculptures in public locations; implemented 5 in 2009 and 5 in 2010, open opportunity for future years• Washington, DC interpretive signage drawing people from National Mall into city• Chattanooga Main Street arts district

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2c.	Ensure public spaces are safe – and perceived that way	<ul style="list-style-type: none">• Install street lighting where needed• Support efforts to establish additional regional facilities serving the homeless• Publicize key contacts for police, other service providers• Publicize downtown's vibrancy and safety• Continue to provide ambassadors assisting with wayfinding and safety during Arena events and other major events per Downtown Parking and Mobility Plan (Coordinate with Strategy 5a)• Establish neighborhood safety watch networks coordinated with police	1	ongoing	The average rates of downtown crime drop annually. The numbers of homeless and/or panhandlers downtown decreases annually. Within 3 years, the region has an improved perception of downtown safety.	Police	<ul style="list-style-type: none">• Interfaith Ministries• United Methodist Open Door• WDDC• Neighborhood/ district associations, businesses• Park & Recreation,• Public Works,• Urban Development	Existing resources. Gradual expansion of ambassadors program at additional cost of \$50,000 or more/year desirable.	Existing resources, grants	
2d.	Monitor and enforce downtown cleanliness	<ul style="list-style-type: none">• City provide services• WDDC monitor actual and perceived level of quality of downtown spaces on a regular basis in partnership with neighborhood associations. Verify current maintenance procedures are being applied. Identify any gaps in maintaining downtown• Publicize key service contacts (Police, DPW, Parks & Recreation etc.)• Reach out to neighborhood/business associations, confirm needs• Seek association/business sponsorships	1	<i>Initiate:</i> ongoing <i>Complete:</i> confirm communications and service delivery framework within 1 year	The region's perception of downtown cleanliness has improved within 3 years.	Public Works/WDDC	<ul style="list-style-type: none">• Neighborhood/ district associations, businesses• Arts & Cultural Serv.,• Park & Recreation,• Police	Continue maintenance at levels of existing resources. Additional funding in the \$50,000-\$100,000/year range desirable for enhanced appearance	<i>Monitoring and maintenance:</i> existing resources; potential for property and business owner contributions for expanded services	<ul style="list-style-type: none">• Partnership for Downtown St Louis

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2e.	Revitalize existing, and establish new, downtown parks and green streets according to neighborhood goals	<ul style="list-style-type: none">• Specific recommended new and improved parks are identified in the Master PlanExamples:• Improve State office plaza with active building edges and a "downtown living room" for everyday and special events• Create neighborhood parks in Commerce Street Arts District and Old Town West• Add street tree and ornamental plantings along high-profile green streets: Douglas, St. Francis, English, Lewis• Ongoing park improvements at Broadview Hotel• Include green streets goals in ongoing street revitalization projects	2	<i>Initiate:</i> green street improvements through ongoing street improvements; at least 1 new/enhanced park initiative within 5 years <i>Complete:</i> Broadview/river park improvements within 1 year. Coordinate future initiative timing with nearby development projects	The presence of quality public streets and parks attracts new development, and reinforces the value of existing development, annually. The number of people using downtown parks and other public spaces increases annually.	Park & Recreation/WDDC	<ul style="list-style-type: none">• Planning (Advanced),• Public Works,• Urban Development	\$5 to 6.5 million identified for near-term green streets improvements. Costs of new and improved parks will vary depending on facilities. As a benchmark, Riverfront park improvements at the Broadview Hotel cost approximately \$1.5 million per acre. This suggests overall park costs in the \$10 to \$25 million range across downtown.	City CIP; City incentives for development funded by TIF and/or similar agreements	<ul style="list-style-type: none">• River edge park improvements at Broadview Hotel
2f.	Make the Arkansas River Downtown's green centerpiece	<ul style="list-style-type: none">• Add walking links, housing, dining, plantings• Implement downtown riverbank improvement concepts as part of regional river corridor planning• Encourage boating activities including personal kayaking/canoeing, college crew, water tours and ferries coordinated with events• Encourage redevelopment on adjacent publicly owned land to as riverfront activity catalyst• Complete implementation of 1999 River Corridor Plan	2	<i>Initiate:</i> Continue ongoing riverbank and park improvements. <i>Complete:</i> Park improvements at Broadview Hotel within 1 year; riverbank improvements within 3 years; confirm location/program for new WSU/community boathouse within 3 years. Coordinate future initiative timing with nearby development projects	The number of people using the river corridor for recreation and other activities increases annually. The appearance of public spaces along the river improved with each successive year. New river-oriented development has been completed along the river corridor within 5 years. New public and WSU boating facilities are available within 5 years.	Public Works/WDDC	<ul style="list-style-type: none">• Park & Recreation,• Planning (Advanced),• Urban Development• Go Wichita	Park improvement costs included under strategy 2e. Downtown stormwater quality improvements included under strategies 2a, 2e.	<ul style="list-style-type: none">• City incentives for development funded by TIF and/or similar agreements• Mayor's Institute on City Design resources available to assist with river corridor issues• Leverage existing water quality programs such as local WRAPS initiatives	<ul style="list-style-type: none">• Complementary river park and development initiatives in...• Greenville, SC• Providence, RI• Milwaukee, WI• Indianapolis, IN• Tampa, FL

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3. Bring street fronts and neighborhoods to life										
3a.	Prioritize target locations and types of retail , other active ground floor uses <ul style="list-style-type: none">• Sites needing immediate improvement• Incremental growth of walkable retail environments• Strategic locations for pioneer tenants	<ul style="list-style-type: none">• Create and maintain GIS database on downtown buildings (see strategy 4a)• Use GIS to map storefront space availability, size, location, access, contacts etc. for potential tenants• Hire retail specialist to monitor retail space and determine/pursue recruitment priorities• Retail incubator technique• Coordinate with strategies 3b, 3c, 4a	1	<i>Initiate:</i> seek enhanced retail management budget within 2 years <i>Complete:</i> existing conditions mapping and priorities within 2 years of securing funding	Accurate information on downtown retail space options is conveniently available. Priority locations for new retail, and types of retail desired, are identified. New retail businesses have opened downtown, and existing retail is performing well.	WDDC	<ul style="list-style-type: none">• WAAR• Universities and City (GIS/data support)• Old Town Association• Delano Business Association• Planning (Advanced),• Urban Development	\$75,000-\$100,000/year for retail-focused staff and support	WDDC / Program underwriting	<ul style="list-style-type: none">• Chattanooga River City Company -- Chattanooga Retail program (http://www.chattanoogaogaretail.com/)• Washington, DC Downtown BID• Downtown Dallas retail resources: (http://downtowndallasorg.yourwebhosting.com/ForBusiness/Retail.aspx)* Downtown Kitchener BIA (Ontario, Canada)* Downtown Raleigh Alliance
3b.	Activate street level storefronts with visually interesting active uses as alternatives to retail where necessary	<ul style="list-style-type: none">• Near-term: work with owners to fill priority locations with arts etc.• Recruit/cultivate pioneer tenants: arts, restaurants, business entrepreneurship center, colleges (coordinate with strategy 1f)• Install temporary storefront displays (art, interpretive signage etc) in any first priority gaps• Encourage active ground floor work spaces along priority walkable streets that have less retail potential (i.e. off Douglas, in Commerce St Arts District) using design guidelines, RFPs and development incentive criteria• Coordinate with strategies 3a, 3c, 7f	2	<i>Initiate:</i> through strategy 3a within 1 year, and through ongoing dialogue with active development proposals <i>Complete:</i> occupy first priority spaces within 2 years, second priority spaces within 5 years; install temporary displays where needed within 1 year. Incorporate live/work policy into design guidelines within 2 years; incorporate into RFPs as completed	The most visible downtown storefronts are occupied with an active pedestrian-oriented use within 2 years and/or a visual display within 1 year. A set of second-priority locations is occupied with active pedestrian uses or visual display within 5 years. Active pedestrian-oriented businesses enliven streets that are not main retail corridors	WDDC	<ul style="list-style-type: none">• City• SHPO• WAAR	Attending regional networking/trade show events (2 per annum): \$2,000/yr plus cost of booth exhibits Advertise and market in appropriate media vehicles: TBD. Staff costs covered under Strategy 3a.	WDDC / Program underwriting	<ul style="list-style-type: none">• Chattanooga River City Company• Washington, DC Downtown BID• Tidewater Community College, Norfolk• San Francisco State Univ. Union Square campus, http://www.sfsu.edu/~downtown• Massachusetts College of Liberal Arts Gallery 51 http://www.mcla.edu/About_MCLA/Community/bcrc/mclagallery51/about/* Downtown Kitchener BIA (Ontario, Canada)* Downtown Raleigh Alliance• Greenville, SC riverfront live/work spaces
3c.	Manage retail tenant mix with a targeted retail recruitment program	<ul style="list-style-type: none">• Apply coordinated, capable retail recruitment to blocks of downtown storefronts on a mall-management model that utilizes up to date market research. Coordinate with multiple private property owners.• If necessary to prevent tenants that do not support the desired retail mix, pay interim rent for up to 6 months while optimal tenant is recruited.• Coordinate with strategies 3b, 3c	2	<i>Initiate:</i> through strategy 3a, within 2 years <i>Complete:</i> within 5 years or as retail on Douglas begins to mature	New retail businesses are in place and successful not only in their own right, but as catalysts to further retail and other uses through their niche and location. Property owners are drawing increased revenue from storefront retail spaces	WDDC	<ul style="list-style-type: none">• Urban Development• WAAR	\$50,000 - 70,000 per year for interim rental payments during retail recruitment	WDDC	<ul style="list-style-type: none">• Neenah, WI, http://www.neenah.org/resources/2010operatingplanfinalcouncilapprovednov1809.pdf• Milwaukee

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3d.	Promote quality downtown housing serving a broad spectrum of households	<ul style="list-style-type: none">• Create guide (online and brochure) to downtown neighborhoods• Conduct downtown housing tours• Track housing unit inventory by type, sales, prices as resource for tenants/buyers and owners/buyers range of different-sizes and styles for diverse households• Coordinate with strategies 3a, 4a in tracking data	2	<i>Initiate:</i> continue ongoing improvements to existing online guides <i>Complete:</i> repeat downtown housing tour within 1 year	The number of housing units available downtown increases at least every two years. The growing numbers of housing units reflect a diversity of unit types and affordability levels. People seeking housing can conveniently learn about downtown housing and neighborhood options.	WDDC	<ul style="list-style-type: none">• Housing, Urban Development• WAAR	\$10,000-\$50,000/year	<ul style="list-style-type: none">• existing resources• City-administered Federal HUD funding• New low-interest revolving loan fund• Housing tours may be revenue sources for housing initiatives, other downtown initiatives, charity etc.	<ul style="list-style-type: none">• Asheville Urban Loft + Art Tour (http://ashevilleartmuseum.blogspot.com/2009/03/urban-loft-art-tour.html)• Dallas "Your D Spot" online guide to unique downtown places: http://www.yourdspot.com/• Spring 2010 Wichita housing tour• Louisville
3e.	Utilize historic assets to spur housing development through adaptive reuse	<ul style="list-style-type: none">• Encourage use of historic tax credits to help finance adaptive reuse of underutilized historic buildings• Highlight Wichita's historic architectural heritage as a unique value asset for housing• Encourage affordable housing through historic tax credit guidelines• Coordinate with strategy 7e	1	ongoing	Historic tax credits continue to be utilized to help finance downtown housing development.	WDDC/Planning (Current)	<ul style="list-style-type: none">• City• SHPO• WAAR• Urban Development	within existing resources	existing resources	<ul style="list-style-type: none">• Old Town, Exchange Place• Major downtown housing reinvestment in...• St. Louis• Asheville• Kansas City and other cities
3f.	Target façade improvement incentives in walkable development focus areas	<ul style="list-style-type: none">• Provide low-interest loans and/or small grants for façade improvement/restoration along priority walkable development corridors• Conditional upon developer and project meeting public/private incentive criteria (strategy 8)• Coordinate with Strategies 3b, 3c, 3d, 3e, 7a, 8a, 8b	3	<i>Initiate:</i> ongoing <i>Complete:</i> tie to updated public/private incentive criteria within 1 year	Facade grants continue to be utilized to help finance improvements to downtown buildings. Improvements are begun within 1 year, and completed within 3 years, of any grant award.	Urban Development	<ul style="list-style-type: none">• WDDC (design resource center, strategy 7a)• private sector	within existing resources	<ul style="list-style-type: none">• existing resources• New low-interest revolving loan fund	Current façade improvement program

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4. Explain how downtown Wichita makes a difference – in the region, nation and world										
4a.	Maintain data base on downtown buildings	<ul style="list-style-type: none">• Create and maintain GIS database on downtown buildings (see strategy 3a)• Track ownership, occupancy, size, land use	2	<i>Initiate:</i> within 1 year <i>Complete:</i> establish data base within 3 years, update on ongoing basis as projects are completed/spaces tenanted	Prospective tenants can more easily find potential downtown locations. Communications among property owners, tenants and and the WDDC and other stakeholders are made easier. Accurate information is available on downtown uses, property ownership	WDDC/Planning (Advanced)	<ul style="list-style-type: none">• WAAR• Universities and City (GIS/data support)• private property owners• Urban Development	\$10,000-\$25,000/year	WDDC / Program underwriting	<ul style="list-style-type: none">• Washington DC Downtown BID
4b.	Track data on key downtown indicators	<ul style="list-style-type: none">• Build on WDDC’s established role as downtown champion and marketing agent• Track data including land use, occupancy, employment, private investment, public investment, visitors, building permits, sales and property revenues etc.• Coordinate with current data gathering by Go Wichita, Chamber of Commerce, Visioneering Wichita, GWEDC etc.• Identify any new data points for target audiences	1	ongoing	More objective and holistic assessments of downtown's performance are available. Problems needing attention, and successes deserving publicity, are identified in a timely manner.	WDDC	<ul style="list-style-type: none">• City• County• Go Wichita• Chamber of Commerce• Visioneering Wichita• GWEDC• Arts & Cultural Serv.,• Planning (Advanced),• Urban Development	within existing resources	WDDC	<ul style="list-style-type: none">• Partnership for Downtown St Louis• Charlotte Center City Partners -- (http://www.charlottecentercity.org/center_city/data/)• City of Norfolk, VA
4c.	Commission periodic market studies	<ul style="list-style-type: none">• Obtain analysis of market opportunity in housing, office, retail, hospitality sectors, with focus on emerging markets to extent possible and appropriate• Use results in recruitment, retention efforts and to promote downtown	3	<i>Initiate:</i> through downtown master plan <i>Complete:</i> update market analysis at least every 5 years. Obtain updates as requirement from development proposals	Objective, accurate market studies are available to assist property owners and developers accurately target the most appropriate markets.	WDDC	<ul style="list-style-type: none">• Chamber• Visioneering• GoWichita• GWEDC etc.	up to \$50,000 every 3-5 years	WDDC / Program Underwriting; private developers	<ul style="list-style-type: none">• Downtown Master Plan market analysis elements
4d.	Interpret data and communicate key messages to distinct target audiences	<ul style="list-style-type: none">• WDDC do annual report on downtown• Issue annual awards for exceptional downtown contributions, achievements etc.• Key target audiences include:<ul style="list-style-type: none">> City, region, nation, world> Businesses, developers> Conventions, festivals> Tourists> Target workforce including young , college/high-school age youth	2	ongoing	Downtown's strengths and successes are well-known by people who can act upon them to further reinforce downtown's value.	WDDC	<ul style="list-style-type: none">• Visioneering• Chamber of Commerce• YP's• Go Wichita• ROK-ICT• WAMContemporaries etc.	\$50,000	WDDC / Program Underwriting	<ul style="list-style-type: none">• Downtown Dallas business information (http://www.downtowndallas.org/ForBusiness/index.aspx)• Partnership for Downtown St Louis• Charlotte Center City Partnership Vision Awards and Downtown Overview -- (http://www.findyourcenter.com/things-to-do/signature-event/7/center-city-vision-awards/) (http://www.charlottecentercity.org/center_city/)• City of Norfolk, VA

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5. Locate parking to improve access and stimulate re-investment										
5a.	Implement the Downtown Parking and Mobility Management Plan (DPMMP) to improve utilization of parking infrastructure and minimize need for new parking	<ul style="list-style-type: none">• Implement priority elements of 2009 DPMMP such as:<ul style="list-style-type: none">> Create overall Downtown Parking District> Designate a Downtown Parking Director> Coordinate pricing of on- and off-street parking	1	<i>Initiate:</i> ongoing - maintain City Parking Director position. <i>Complete:</i> implement DPMMP actions per its recommended near-, short- and long-term timeframes	People driving to downtown have more convenient access to parking and their destinations. Downtown development and business activity is enhanced through more cost-effective utilization of existing and new parking resources and connecting transportation	Planning (Advanced)/ WDDC	<ul style="list-style-type: none">• Public Works• Wichita Transit• Urban Development• County• Go Wichita	per Downtown Parking and Mobility Management Plan	Self-fund parking management through parking revenues	<ul style="list-style-type: none">• Old Town parking district• Montgomery County MD (county-funded parking structures)• WDDC ?2P initiative
5b.	Prioritize parking in places where it: <ul style="list-style-type: none">• Serves multiple uses 24/7 (achieving highest cost/benefit)• Unlocks “refill” opportunity for significant buildings lacking parking• Expands development opportunity on prime sites through efficient land use• Promotes walkability	<ul style="list-style-type: none">• Initial priority locations and characteristics identified by Downtown Master Plan• Coordinate with transportation demand management (strategy 5d) to minimize overall need for new parking• Satisfy ongoing demand for current surface parking displaced by new development or parking structures	1	Ongoing. <i>Complete:</i> Within 1-3 years, ID target capacities, configurations for public parking facilities; share with development community via Downtown Development Handbook (strategy 7c)	Parking is concentrated where it can serve a variety of uses 24/7 via inviting walking connections. Buildings lacking sufficient parking on-site have convenient public parking available supporting high-value uses. Surface parking areas are freed up for new development.	Urban Development	<ul style="list-style-type: none">• WDDC• property owners• developers• realtors• Planning (Advanced),• Public Works, Transit• Go Wichita	existing resources	City - existing resources	<ul style="list-style-type: none">• Existing 2007 Downtown Parking and Mobility Management Plan• 2009 Downtown Parking and Mobility Management Plan• 2007 Downtown Parking and Mobility Master Plan
5c.	Based on this, invest in public parking structures as crucial downtown infrastructure	<ul style="list-style-type: none">• Build new (and/or acquire) public parking structures (and/or lease existing spaces) in priority locations per strategy 5b.• Follow design standards for public parking structures/lots• Share usage among multiple activities with different peak demand times• Incorporate bike parking and convenient walking access to destinations and transit• Coordinate with strategies 5a, 5b	2	<i>Initiate:</i> Within 2 year, begin more detailed conceptual programming and design for parking structure locations identified in Master Plan, for discussion with potential developers <i>Complete:</i> Build facilities when related private development occurs, through agreements with developers	Within ten years, at least 1,000 new public parking spaces are available and supporting investment in new development investment. The siting and design of parking enhances walkability of downtown streets.	Urban Development/ WDDC	<ul style="list-style-type: none">• Planning (Advanced),• Public Works• Wichita Transit• County• Go Wichita	Up to \$50 million or more over 20+ years (assuming 2,500 spaces @ \$20,000 each)	TIF and similar tools for parking facility design, construction and/or operations support	<ul style="list-style-type: none">• Old Town public parking investments

Action strategy			Priority	Timing	Measures of success	Responsibility	Key partners/ stakeholders	Cost category	Resources	Precedents
Number	Title	Detail								
5d.	Institute transportation demand management and improve walking, transit and biking options and to reduce congestion and future parking demand	<ul style="list-style-type: none">• Reduce traffic congestion through voluntary coordination of business hours/shifts• Encourage major employers to encourage transit, biking, walking, and shared structured parking to reduce costs of providing parking and be more competitive attracting workforce• Coordinate with strategies 5a, 6a-d	3	Ongoing	Need for investment in new traffic and parking infrastructure has been minimized due to more efficient use of streets and parking. Downtown workers, employers and residents are aware of a variety of convenient and economical transportation choices	Planning (Advanced)	<ul style="list-style-type: none">• WDDC (as liason to business community)• major employers• Public Works, Transit,• Urban Development• Go Wichita	\$10,000 to \$50,000/ year	Seek funding for management. Self-fund through parking revenues and avoided parking capital costs. CMAQ	<ul style="list-style-type: none">• WDDC online wayfinding/parking assistance: (http://www.downtownwichita.org/get_around-maps.php)• Charlotte Center City Partners/Center City Transportation Partners Program (http://www.charlottecentercity.org/initiatives/project/2/center-city-transportation-council/)• Clifton Corridor Transportation Management Agency, metro Atlanta
5e.	Provide on-street parking	<ul style="list-style-type: none">• Prioritize efforts in/near target retail areas where compelling cost/benefit ratio is possible• Improve striping and signage to indicate on-street parking where street capacity is available but underutilized• Parallel parking typical; Diagonal parking possible where space allows• Control parking access through time restrictions, updated pricing per DPMMP (strategy 5a)	1	Ongoing; expand supply through planned St. Francis, Commerce and Market St improvement projects	Public parking access is improved for retail and other storefront uses, with time restrictions where turnover is important to retail viability. On-street parking helps keep traffic to 25mph throughout downtown and helps separate pedestrians from traffic flow	Public Works/ WDDC	<ul style="list-style-type: none">• Adjacent property owners• developers• realtors• Planning (Advanced),• Police, Transit,• Urban Development• Go Wichita	\$10,000 to \$100,000/ year and as part of other comprehensive street improvements (see strategies 2a, 6d)	Self-fund through parking revenues	<ul style="list-style-type: none">• Old Town

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6. Improve walking, transit and biking choices										
6a.	Make walking safe, easy, enjoyable with more visible crosswalks, links across large blocks, wayfinding signage, interpretive signage/displays, public art	<ul style="list-style-type: none">• Add white stripes to block-paved crosswalks on Douglas• Restripe faded striped crosswalks annually or as needed• Add signals at key pedestrian crosswalks without it (i.e. Mead at Douglas)• Add pedestrian wayfinding signage• Coordinate with Strategies 1d, 2a, 2b	1	<i>Initiate:</i> through ongoing street improvement projects <i>Complete:</i> Striping -- within 6 months; Wayfinding signage -- at least temporary signage within 6 months, permanent within 3 years; Interpretive signage/displays -- first pieces within 1 year; Public art -- add annually; Add priority links across large blocks in conjunction with adjacent redevelopment	More people choose to walk downtown each year. All downtown crosswalks have markings that are clear to drivers and pedestrians, and maintained in good condition. The incidence of pedestrian injuries, relative to total number of pedestrians, declines annually.	Public Works	<ul style="list-style-type: none">• Kansas Health Foundation initiative• Health and Wellness Coalition of Wichita• YMCA• Wichita Arts Council• WDDC (through Downtown Visitors Amenity Plan)• Park & Recreation,• Planning (Advanced),• Police, Transit, Urban Development• Go Wichita	\$1.3 to \$1.6 million identified for near-term pedestrian crossing and traffic calming features. Other related walkability improvements covered under strategies 2a, 2e, 6d.	TIGER II, NEA grants, City CIP, grants	<ul style="list-style-type: none">• Downtown Wichita Streetscape Design Guidelines• Current WDDC guide to downtown art installations: (http://www.downtownwichita.org/user/file/Art%20Walk%203.pdf)• Washington, DC interpretive signage drawing people from National Mall into city• Chattanooga Main Street arts district
6b.	Expand convenient transit servicing key downtown destinations and corridors	<ul style="list-style-type: none">• Make transit visible and permanent: defined stops, attractive shelters/vehicles• Reliable, frequent, timely service• Expand Q-line into a true downtown circulator service with additional routes and more frequent service, and extended operating times per Master Plan• Coordinate downtown transit with regional transit routes/schedules• Coordinate information/incentive programs with key employers, destinations• Designate Union Station as priority Amtrak Station (and intermodal hub) location in ongoing city railroad plan	1	<i>Initiate:</i> seek funding for expanded services within 1 year <i>Complete:</i> begin phasing in improvements within 2 years, starting with marked stops	Transit ridership within and to/from downtown increases annually. Routes, stops and schedules of transit services are evident. Employers, museums and other downtown destinations are able to advocate use of transit to access their locations. The rate of downtown traffic growth has slowed compared to scenarios with no transit service improvements.	Transit	<ul style="list-style-type: none">• WDDC (promoting usage)• Planning (Advanced),• Public Works• Go Wichita	For implementing Q1, Q2, Q3 and Q4 circulator routes, \$3 to \$4 million identified for near- and mid-term capital improvements, and \$2 to \$3 million annual operating costs depending on service level	TIGER II; regional CMAQ funds; eventually, parking revenues	<ul style="list-style-type: none">• Downtown circulators (Chattanooga Electric Shuttle; Norfolk NET; Alexandria King Street Trolley; Philly Phlash)• Streets with dedicated transit lanes and permanent station infrastructure such as Kansas City MAX, Cleveland Health Line

Action strategy			Priority	Timing	Measures of success	Responsibility	Key partners/ stakeholders	Cost category	Resources	Precedents
Number	Title	Detail							bold: committed	
6c.	Make downtown bikeable with defined streets/lanes linked to regional networks, bike parking	<ul style="list-style-type: none">• Confirm an integrated downtown on- and off-street bike network and design lane markings, signage as needed to complete network. Refer to Master Plan Operating Context diagram• Coordinate proposed downtown bike facilities with regional MPO bikeway plan	2	<i>Initiate:</i> through ongoing city bikeway planning <i>Complete:</i> within 5 years	More people choose to bike downtown each year. There is an evident network of on- and off-street bike routes serving all downtown districts/neighborhoods and linking to city/regional bike routes. The incidence of cyclist injuries, relative to total number of cyclists, declines annually.	Public Works	<ul style="list-style-type: none">• Bike/Walk Alliance of Wichita• WDDC (promoting biking)• Park & Recreation,• Planning (Advanced),• Police, Transit	Costs addressed under strategies 2a and 6d.	TIGER II grants, existing City resources	<ul style="list-style-type: none">• Regional MPO bikeway plan
6d.	Apply specific roles and streetscape design to each street to improve function for all access modes	<ul style="list-style-type: none">• City conduct a detailed planning effort for feasibility of one-way to two-way conversion and determining streets to be converted.• City confirm feasibility of master plan's proposed Street Operations Context• Restripe lanes, update signals and make other changes as needed to implement• Reference Master Plan Transportation Element• Coordinate with Strategy 2a.	2	<i>Initiate:</i> within 1 year. Ensure planned/ ongoing street improvements support master plan goals <i>Complete:</i> Confirm long-term street hierarchy within 2 years	The roles of each downtown street are intuitively clear to users through their design, striping, and streetscape. All new investments in streets support their roles. A long-term strategy regarding one-way and two-way streets is confirmed.	Planning (Advanced)	<ul style="list-style-type: none">• Public Works,• Transit	\$2.5 to \$3 million identified for planning and design, and \$4 to \$5.5 million for street resurfacing and restriping, for near-term projects.	TIGER II grants, existing City resources	<ul style="list-style-type: none">• Recent and ongoing downtown conversions to 2-way traffic: Main, Topeka, St. Francis• Crystal City, Arlington, VA (conversion of 1-way auto corridors to 2-way streets with walkable retail)• Boise is considering returning to 2-way streets

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7. Foster development with new tools										
7a.	Designate a go-to center for aspiring development, with information highlighting <ul style="list-style-type: none">• Master Plan goals• Downtown market opportunity• Incentives, including New Market Tax Credits, CIDs, low-interest loan funds• Zoning, design review process• Partnership opportunities	<ul style="list-style-type: none">• Coordinate current City development services with added WDDC efforts• City revise policy on considering and granting incentives, per criteria recommended in master plan. Coordinate with grant policy of WDDC and any other funding sources, to ensure consistent/ complementary policy• Maintain a record of funding strategies for downtown development projects; note successes, challenges, trends etc.• Create downtown design resource center, assisting with development planning, retail facade improvements etc. Draw upon university/college resources and local design community• Conduct downtown design workshop for local design community	1	<i>Initiate:</i> within 1 year <i>Complete:</i> within 3 years	Property owners, developers and others can advance development proposals more quickly and effectively with improved access to downtown development information. Up-to-date information and advice are readily available.	WDDC/Planning (Current)	<ul style="list-style-type: none">• developers• realtors• financial institutions• designers (architects, engineers, planners, etc.)• WABA• Central Inspection,• Project Management,• Public Works,• Urban Development	\$100,000+ for annual go-to-center staffing/ support	WDDC / Program Underwriting, existing City administrative resources	<ul style="list-style-type: none">• Asheville Design Center• Chattanooga River City Company
7b.	Access new and underutilized development finance tools	<ul style="list-style-type: none">• Establish low-interest revolving loan fund for housing development and potentially retail• WDDC, Chamber and/or City expand awareness and utilization of new market tax credits and other underutilized tools• WDDC and other parties maintain active support for state historic tax credits• Retail grant program with forgivable loans for tenant improvements, sponsored by city or other party• Coordinate with strategies 3g, 7a, 7c	2	<i>Initiate:</i> ongoing <i>Complete:</i> within 3 years	Developers are able to advance development projects more easily and efficiently through increased familiarity with and utilization of a variety of funding sources. Overall funding availability is increasing from sources including historic tax credits and low-interest revolving funds.	WDDC/Urban Development	<ul style="list-style-type: none">• developers• realtors• financial institutions• designers (architects, engineers, planners, etc.)• WABA• Planning (Advanced)	Fund amount to be determined. Louisville precedent uses a fund of about \$7 million	WDDC / Program Underwriting, existing City administrative resources, create revolving fund through partnership of local banks	<ul style="list-style-type: none">• Louisville revolving loan fund (Barry Alberts, City Visions Associates, 502-561-7885); similar programs in Detroit, Lowell• St Louis retail incentive program

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7c.	Summarize downtown development information and tools in a Downtown Development Handbook	<ul style="list-style-type: none">• Adapt and expand current City development handbook into a version tailored to downtown• Provide Handbook to interested property owners and developers as part of development "go-to" center assistance (strategy 7a)	2	<i>Initiate:</i> within 1 year <i>Complete:</i> within 3 years, plus regular updates with new information	Parties interested in proposing or reviewing development have convenient access to comprehensive relevant information.	Planning (Current)/WDDC	<ul style="list-style-type: none">• developers• realtors• financial institutions• designers (architects, engineers, planners, etc.)• WABA• Central Inspection,• Project Management,• Public Works• Urban Development	within existing resources	existing resources	
7d.	Proactively connect people who offer complementary skills and opportunities (housing + office; local + national; etc.)	<ul style="list-style-type: none">• WDDC proactively facilitate conversations	3	ongoing	New opportunities for businesses and development to locate downtown are arising through creative collaboration among stakeholders.	WDDC	<ul style="list-style-type: none">• Urban Development	within existing resources	existing resources	<ul style="list-style-type: none">• Downtown organizations in Chattanooga, Houston, Atlanta
7e.	Leverage Wichita's historic buildings as development assets	<ul style="list-style-type: none">• Encourage adaptive reuse of underutilized historic buildings and ongoing vitality of occupied ones by promoting historic tax credits, providing public parking where needed, and otherwise incenting development per strategies 5, 7, 8• City issue <i>Making the Environs Law Work</i> in coordination with Downtown Development Handbook (strategy 7c)• Delay approved demolition of existing historic eligible structures pending demonstrated progress of replacement development project• Identify criteria that would justify new buildings that significantly differ from historic structures in their environs• Pursue opportunity to refine application of state environs law to optimize coordination with downtown master plan (i.e. consider reducing environs radius from 500' to 400')• Coordinate with strategies 3e, 8c	1	<i>Initiate:</i> Continue ongoing advocacy for historic tax credits <i>Complete:</i> Issue Making the Environs Law Work within 1 year. Stiffen demolition prevention policy within 1 year. Include ongoing representation from historic preservation community and development community, among others, in a downtown design review entity (Strategy 8c)	Under-occupied downtown buildings with historic value are being "refilled" with high-value, market-based uses. Historic tax credits are being utilized wherever possible. New development and renovations are able to pursue in a way that complements historic context without needing to mimic it.	Planning (Current)/WDDC/	<ul style="list-style-type: none">• WABA• City• SHPO• WAAR• Urban Development	within existing resources	existing resources	<ul style="list-style-type: none">• Asheville downtown master plan and downtown design guidelines

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7f.	Update zoning to enable high-value walkable development	<ul style="list-style-type: none">• Allow residential use where now prohibited in the study area: change LI zones to CBD, and/or apply overlay district• Reduce/eliminate Urban Renewal District setbacks to allow pedestrian-oriented facade placement• Incorporate updates in zoning and urban design guidelines• Make requirements user-friendly; coordinate with Downtown Development Handbook (Coordinate with strategies 7a, 7c)	2	<i>Initiate and complete:</i> within 1 year. Urban renewal district revisions completed at time of Master Plan adoption.	Zoning policy and regulations fully support Downtown Master Plan goals. Zoning regulations are accessible and clear to the development community and general public.	Planning (Current)	<ul style="list-style-type: none">• developers• realtors• financial institutions• designers (architects, engineers, planners, etc.)• WABA• Central Inspection	within existing resources	existing resources	<ul style="list-style-type: none">• Asheville downtown master plan
7g.	Pursue means to address cumbersome ground leases	<ul style="list-style-type: none">• Create process enabling current building owners/occupants, developers etc. to purchase long-term ground leases• Facilitate communications with dispersed ownership of many current ground leases	2	<i>Initiate:</i> launch study effort within 2 years <i>Complete:</i> Aim to begin implementing improvements within 3-5 years	Downtown development activities are not significantly constrained by difficulties communicating with or gaining agreement among ground lease holders. Current building and business owners can more easily purchase ground leases.	Urban Development/WDD C	<ul style="list-style-type: none">• Law	To be determined	existing resources	<ul style="list-style-type: none">• Baltimore precedent for resolving ground leases
7h.	Create plans for more specific initiatives that advance the Downtown Plan	<ul style="list-style-type: none">• Enable private and public investments through more specific plans.• Initial priorities: Commerce Street Arts District, Douglas corridor, Old Town West/First Street performing arts, Century II convention center, Government Center	2	<i>Initiate:</i> apply for Community Challenge Grant; launch planning efforts for at least 2 districts within 1 year, and for at least 2 more districts within 3 years <i>Complete:</i> complete plans within 1 1/2 years of beginning them	Detailed plans for specific downtown areas and issues are completed, spurring and guiding new investments and other improvements. Needs for any additional planning are identified and pursued.	Planning (Advanced)WDDC	<ul style="list-style-type: none">• Commerce Street Association• Old Town Association• GoWichita• Arts Council• other stakeholders for specific areas• Planning (Current),• Urban Development	\$1.8 to \$2.2 million	Community Challenge Grant program	Chattanooga downtown area plans
7i	Invite development proposals on strategic sites under public/quasi-public control, per defined plan goals	<ul style="list-style-type: none">• Incorporate development and design standards into RFP criteria• Time issuance of RFP's to when market analysis indicates market-supported demand for target program• Longer-term potential for non-public entity to strategically acquire and sell development parcels to achieve shared public/private goals	1	<i>Complete:</i> Establish RFP criteria for 2-3 key sites within 1 year. Issue RFPs when market demand supports target program	New market-based development is proceeding on one or more publicly-owned sites in ways that advance master plan goals and spur additional private-sector investment.	Urban Development/WDD C	<ul style="list-style-type: none">• Planning (Current)• County	within existing resources	existing resources for RFPs	<ul style="list-style-type: none">• Charlotte Center City Partners Land Swap project: (http://www.charlottecentercity.org/initiatives/project/1/the-land-swap/)• Chattanooga River City Company• Downtown Dallas

Action strategy			Priority	Timing	Measures of success	Responsibility	Key partners/ stakeholders	Cost category	Resources	Precedents
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8. Set criteria for public/private development incentives										
8a.	For the developer : <ul style="list-style-type: none">• Past performance, appropriate expertise, capitalization	<ul style="list-style-type: none">• Ensure selected developers have the capacity and expertise to proceed with quality projects that advance Master Plan goals in a timely manner that justifies public incentives	1	<i>Initiate:</i> through ongoing proposal review <i>Complete:</i> Set criteria within 6 months	Any public investment in a project is rewarded with timely project completion by a capable development entity. Clear, objective criteria guides review of development applicants.	Project Management	<ul style="list-style-type: none">• developers• realtors• financial institutions• designers (architects, engineers, planners, etc.)• WDDC• Planning (Advanced),• Urban Development	within existing resources	existing resources	<ul style="list-style-type: none">• TIF commissions in Pittsburgh, Kansas City; Chattanooga’s River City Company.• W-ZHA’s project incentive criteria for Silver Spring and Rockville, MD, and Quincy, MA• GWEDC developer selection criteria
8b.	For the project : <ul style="list-style-type: none">• Appropriate use(s) per location• Design supporting walkability, downtown character (transparent facades along sidewalk, historic compatibility etc.)• Priority community benefits as defined by district (river access, public parking, park enhancements etc.)	<ul style="list-style-type: none">• Promote developer confidence in potential supportive city initiatives:• Publicize and implement this plan• Define specific public investments (i.e. toward a park, land acquisition or brownfields cleanup) that would be triggered by private-sector action to develop/redevelop related sites.• Make public investments conditional upon specific, sustained private sector actions/milestones	1	<i>Initiate:</i> through ongoing proposal review <i>Complete:</i> Set criteria within 6 months	Any public investment in a project leads to results that provide tangible long-term public benefits. Clear, objective criteria guides review of development proposals.	Project Management	<ul style="list-style-type: none">• developers• realtors• financial institutions• designers (architects, engineers, planners, etc.)• WDDC• Planning (Current),• Planning (Advanced),• Urban Development	within existing resources	existing resources	<ul style="list-style-type: none">• TIF commissions in Pittsburgh, Kansas City; Chattanooga’s River City Company.• W-ZHA’s project incentive criteria for Silver Spring and Rockville, MD, and Quincy, MA• GWEDC developer selection criteria
8c.	Establish design guidelines for walkable development focus areas (Old Town and Delano precedent)	<ul style="list-style-type: none">• Set design guidelines to encourage or require new projects to advance Master Plan goals• Establish design review entity dedicated to downtown. Projects should be subject to mandatory design review and voluntary compliance, with mandatory compliance in the event of public incentives or public land ownership• Participation on design review entity should include at least one in each category: residents, developers, historic preservation board, City, WDDC, business and property owners, designers• City establish a commission or designate third party charged with review of incentive requests (i.e. TIF commission model)	1	<i>Initiate:</i> within 1 year <i>Complete:</i> design guidelines criteria within 2 years; confirm and implement design review structure within 1 year	New building and renovation projects contribute to the quality and prosperity of downtown overall. Developers and designers have flexibility and incentive to create innovative design and program solutions. Design standards are clear, and applied objectively in ways that reflect the diverse perspectives important to downtown.	Planning (Advanced)/WDDC	<ul style="list-style-type: none">• Design review stakeholders as noted• developers• realtors• financial institutions• designers (architects, engineers, planners, etc.)• Central Inspection,• Planning (Current),• Project Management,• Urban Development	within existing resources	existing resources	<ul style="list-style-type: none">• Old Town and Delano design guidelines and review boards• Asheville Downtown Commission design review